

**UČNI NAČRT PREDMETA / COURSE SYLLABUS**

<b>Predmet:</b>	Menedžment kakovosti in poslovne odličnosti
<b>Course title:</b>	Quality Management and Business Excellence

Študijski program in stopnja Study programme and level	Študijska smer Study field	Letnik Academic year	Semester Semester
Uporabne družbene študije UN,	/	2.,3.	4.,6.
Advanced Social Studies BA	/	2.,3.	4.,6.

**Vrsta predmeta / Course type** Izbirni/Optional

**Univerzitetna koda predmeta / University course code:** MKPO

Predavanja Lectures	Seminar Seminar	Vaje Tutorial	Klinične vaje work	Druge oblike študija	Samost. delo Individ. work	ECTS
20	0	40	0	0	120	6

**Nosilec predmeta / Lecturer:** Doc. dr./Ph.D., Assistant Professor Andrej Raspor

<b>Jeziki / Languages:</b>	<b>Predavanja / Lectures:</b>	Slovensko / Slovenian, Angleško / English
	<b>Vaje / Tutorial:</b>	Slovensko / Slovenian, Angleško / English

**Pogoji za vključitev v delo oz. za opravljanje študijskih obveznosti:**

Pogoj za vključitev v delo je vpis v 2. ali 3. letnik študija  
Študent/študentka mora pred pristopom k izpitu pripraviti in zagovarjati empirično seminarsko nalogo.

**Prerequisites:**

Enrollment in the 2nd or 3rd year of study. Student must, before entering the exam prepare and defend an empirical paper.

**Vsebina:**

- *Celovita kakovost kot poslovna filozofija stalnega napredka.* Kakovost in njeni sinonimi. Zgodovinski pogled na razvoj in razsežnost kakovosti. Vodenje celovite kakovosti kot inovacija 20. stoletja.
- *Odličnost kot kakovost.* Odličnost kot najvišja stopnja kakovosti. Od kakovosti do odličnosti po poti organizacijskega

**Content (Syllabus outline):**

- Total Quality as a business philosophy of constant improvement. Quality and its synonyms. Historical overview of the development dimension and quality. Total quality management and innovation of the 20th century.
- Excellence-like quality. Excellence as the highest level of quality. From quality to excellence on the path of organizational

<p>razvoja. Prelitje vodenja sistema kakovosti v kakovost sistema vodenja.</p> <ul style="list-style-type: none"> <li>• <i>Od menedžmenta kakovosti do kakovosti menedžmenta.</i> Kakovost proizvodov in storitev. Kakovost procesov. Osebna kakovost. Skupinska kakovost. Kakovost sistema. Kakovost menedžmenta.</li> <li>• <i>Ekonomski aspekt kakovosti.</i> Stroški kakovosti. Zmanjševanje in obvladovanje stroškov kakovosti je priložnost za povečevanje dohodka.</li> <li>• <i>Gradniki celovite kakovosti in poslovne odličnosti.</i> Osredotočenje na kupca. Razvijanje partnerstva. Razvoj in vključevanje zaposlenih. Upravljanje procesov s ciljnim vodenjem. Nenehno izboljševanje in inovacije. Skladnost stila vodenja s poslanstvom organizacije. Javna odgovornost. Usmerjenost k rezultatom.</li> <li>• <i>Modeli izboljševanja kakovosti in poslovne odličnosti.</i> Model poslovne odličnosti EFQM - CAF. Model 20 ključev. Model uravnoteženih kazalnikov (BSC-Balanced Scorecard). Six Sigma. Preurejanje poslovnih procesov (BPR-Business Proces Reengineering).</li> <li>• <i>Standardi izboljševanja kakovosti in poslovne odličnosti.</i> Sistem vodenja kakovosti - ISO 9001. Sistem ravnanja z okoljem - ISO 14001. Sistem poklicnega zdravja in varnosti - OHSAS 18000. Sistem družbene odgovornosti-SA 8000.</li> <li>• <i>Metode izboljševanja kakovosti in poslovne odličnosti.</i> Razvoj funkcije kakovosti (QFD). Analiza možnih napak, njihovih učinkov in kritičnosti (FMECA - AMDEC). Funkcijska analiza vrednosti (FAV). Metode reševanje problemov v skupini (MRPG, 8D). Presoje sistema. Presoje procesa. Samoocenjevanje.</li> </ul>	<p>development. Spillovers of management quality system quality management system.</p> <ul style="list-style-type: none"> <li>• From quality management to management quality. Quality products and services. Quality processes. Personal quality. Group quality. Quality system. Quality management.</li> <li>• The economic aspect of quality. Quality costs. Reducing management costs and quality is an opportunity to increase income.</li> <li>• Elements of the overall quality and business excellence. Customer focus. Developing partnerships.</li> <li>• Development and employee involvement. Management processes with management by objectives. Continuous improvement and innovation. Compliance management style with the mission of the organization. Public responsibility. Results orientation. Models of quality improvement and business excellence.</li> <li>• EFQM business excellence model - CAF. Model 20 keys. Model Balanced Scorecard (BSC-Balanced Scorecard). Six Sigma. Business process reengineering (BPR-Business Process Reengineering).</li> <li>• Standards of quality improvement and business excellence. Quality Management System - ISO 9001. Environmental Management System - ISO 14001. Occupational health and safety - OHSAS 18000. The system of social responsibility-SA 8000th Methods of quality improvement and business excellence. The development features quality (QFD). Analysis of potential errors, their effects and criticality (FMECA - AMDEC). Functional analysis of the value (FAV).</li> <li>• Methods of solving problems in a group (MRPG, 8D). Assessment system. Assessment process. Self-assessment.</li> </ul>
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**Temeljni literatura in viri / Readings:**

- Ali, Moi et. al. 2009. *Managing For Excellence*. Lodon: Dorling Kindersley, cop.
- Evans, James, Robert in Lindsay, William M. 2011. *The management and control of quality*. Australia [etc.]: South-Western, cop.
- Marolt, Janez in Boštjan, Gomišček. 2005. *Management kakovosti*. Kranj: Moderna organizacija.
- Mulej, Matjaž, Knez-Riedl, Jožica in Čančer, Vesna. 2006. *Študijski pripomoček za predmet Obvladovanje inovacij in kakovosti*. Maribor: Ekonomsko-poslovna fakulteta
- Pivka, Marjan. 2000. *Management kakovosti*. Maribor: Ekonomsko poslovna fakulteta.
- Pyzdek, Thomas in Keller, Paul A. 2013. *The handbook for quality management: a complete guide to operational excellence*, 2nd ed. New York [etc.] : McGraw-Hill, cop.
- Sower, Victor E. 2011. *Essentials of quality: with cases and experiential exercises*. Hoboken (N.J.) : John Wiley & Sons, cop

### Cilji in kompetence:

#### SPLOŠNE KOMPETENCE

- poglobljeno razumevanje odnosa med organizacijo in njenim družbenim okoljem
- poglobljeno razumevanje odnosa med organizacijo in posameznikom
- razvoj kritične in samokritične presoje
- sposobnost fleksibilne uporabe znanja v praksi
- razumevanje pomena kakovosti in prizadevanje za kakovost strokovnega dela skozi avtonomnost, (samo)kritičnost, (samo)refleksivnost in (samo)evalviranje v strokovnem delu
- sposobnost timskega dela, tj. pripravljenost na sodelovanje, kooperativnost, upoštevanje mnenj drugih in izpolnjevanje dogovorjene vloge v okviru tima oz. skupine;- sposobnost interdisciplinarnega povezovanja različnih strokovnjakov
- zmožnost za prepoznavanje in izkoriščanje priložnosti, ki se ponujajo v delovnem in družbenem okolju (ki se izkazujejo kot podjetniški duh in aktivno državljanstvo)
- sposobnost razvijanja alternativnih rešitev v procesu strateškega načrtovanja;

#### PREDMETNO SPECIFIČNE KOMPETENCE

### Objectives and competences:

#### GENERAL COMPETENCE

- in-depth understanding of the relationship between the organisation and its social environment
- in-depth understanding of the relation between the organisation and the individual
- development of critical and self-critical judgement
- the ability of the flexible use of knowledge in practice
- understanding the importance of quality, and striving for quality professional work through autonomy (self) criticism, (only) and reflexivity (self) evaluation of the technical work
- ability to teamwork, i.e. willingness to cooperate, cooperation, respect the opinions of others and fulfil roles within the team or. group
- the ability of interdisciplinary integration of the different experts
- ability to recognise and exploit opportunities provided in the working and social environment and manifest themselves as entrepreneurial spirit and active citizenship
- the ability to develop alternative solutions in the process of strategic planning

#### SUBJECT-SPECIFIC COMPETENCIES

- razumevanje in uporaba metod kritične analize in razvoja teorij ter njihova uporaba v reševanju konkretnih družbenih in delovnih problemov
- organizacijske in vodstvene spretnosti za organiziranje aktivnega in samostojnega dela,
- komuniciranje s strokovnjaki iz različnih področij gospodarskega in družbenega življenja ter z različnimi interesnimi skupinami
- razumevanje odnosov med posamezniki, organizacijami in družbenim okoljem, zmožnost za kompleksno sistemsko gledanje in delovanje
- poznavanje in razumevanje procesov v poslovnem okolju organizacije in sposobnost za njihovo analizo, sintezo in predvidevanje rešitev ter njihovih posledic
- sposobnost za upravljanje s časom, za samopripravo in načrtovanje ter samokontrolo izvajanja načrtov;
- razumevanje odnosov med organizacijo in socialnim okoljem – sistemsko gledanje in delovanje;
- občutljivost za odnose med ljudmi pri delu, fleksibilnost in sposobnost za skupinsko delo, samoiniciativnost, prevzemanje odgovornosti, sposobnost razmišljanja in lastnega mnenja.

- the understanding and applications of the methods of critical analysis and development of theory as well as their application in order to solve particular social and work-related issues
- organisational and leadership skills to organise active and independent work
- communication with the experts from various fields of economic and social life as well as with various interest groups
- understanding of the relations between individuals, organisations and social environment, the ability of complex systems thinking and action
- knowledge and understanding of the processes in the business environment of the organization and its capacity for analysis, synthesis and forecasting solutions and their consequences.
- time management ability, for self-preparation, planning and self-control of the implementation of the plans
- understanding the relations between the organisation and its social environment – systemic perspective on action
- sensitivity to the relations among people at work, flexibility and the ability of team work, self-initiative, taking responsibility, ability of thinking and having one's own opinion

**Predvideni študijski rezultati:**

**Intended learning outcomes:**

- Pozna in razume pomen in večplastnost procesnega pristopa pri obvladovanju kakovosti ter odličnosti proizvodov in storitev;
- Pozna in razume vlogo in pomen kakovosti proizvodov in storitev v poslovnih odnosih;
- Razume interakcijsko delovanje dejavnikov, ki vplivajo na uspešnost in učinkovitost obvladovanja kakovosti in poslovne odličnosti;
- Pozna in uporablja sodobne pristope, modele in orodja za doseganje in nenehno izboljševanje kakovosti proizvodov, procesov in sistemov;
- Uporablja osnovno znanje in veščine s področja menedžmenta kakovosti in poslovne odličnosti;
- Reflektira in kritično ovrednoti različne izkušnje s področja menedžmenta kakovosti in poslovne odličnosti;
- Aktivno in kritično spremlja in reflektira aktualno dogajanje na področju menedžmenta kakovosti in poslovne odličnosti;
- Pozna in razume umeščenost menedžmenta kakovosti in poslovne odličnosti v širše družbene, kulturne in vrednotne kontekste ter z refleksijo teh kontekstov oblikuje intelektualno aktiven odnos do sveta.

- Understands the importance and complexity of the process approach to quality management and excellence in products and services;
- Understands the role and importance of quality products and services with business relationships;
- Understands Interaction between factors that affect the efficiency and effectiveness of quality management and business excellence;
- Knows and uses modern approaches, models and tools to achieve and continuous quality improvement of products, processes and systems;
- Uses the basic knowledge and skills in the field of quality management and business excellence;
- Reflects on and critically evaluates a variety of experience in the field of quality management and business excellence;
- Actively and critically monitors and reflects current developments in the field of quality management and business excellence;
- Understands the placement of quality management and business excellence in the wider social, cultural and value context and the reflection of these contexts develop intellectually active attitude towards the world.

#### **Metode poučevanja in učenja:**

- Predavanja z aktivno udeležbo študentov (razlaga snovi, pogovori, vprašanja, primeri, reševanje problemov);
- Seminarske vaje v povezavi s prakso (refleksija izkušenj, projektno delo, timsko delo, metode kritičnega mišljenja, pogovori, sporočanje povratne informacije, socialne igre, ekskurzija);
- Individualne in skupinske konzultacije (pogovori, dodatna razlaga, obravnava specifičnih vprašanj);

#### **Learning and teaching methods:**

- Lectures with the active participation of students (presentation materials, interviews, questions, examples, problem solving);
- Tutorial in conjunction with the practice (reflection of experience, project work, team work, critical thinking, discussion, feedback, social games, excursion);
- Individual and group consultations (interviews, additional explanation, specific questions);

- Animacija samostojnega študija in raziskovanja (motiviranje, usmerjanje, samoopazovanje, samouravnavanje, refleksija, samoocenjevanje).

- Animation of independent study and research (motivation, guidance, self-observation, self-regulation, reflection, self-assessment).

Delež (v %) /

**Načini ocenjevanja:**

Weight (in %)

**Assessment:**

<ul style="list-style-type: none"> <li>• Pisni/ustni izpit</li> <li>• Empirična seminarska naloga s poročili seminarskega dela ter predstavitev naloge</li> </ul>	<p>60%</p> <p>40%</p>	<ul style="list-style-type: none"> <li>• Written /oral exam</li> <li>• Empirical seminar reports and presentations of project work tasks</li> </ul>
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**Reference nosilca / Lecturer's references:**

- Raspor, Andrej [et al.]. 2014. The role of tipping in reducing labour costs: case of sector retail petroleum products. *Innovative issues and approaches in social sciences*. 7(2): 8-29.
- Raspor, Andrej. 2011. Izzivi napitnine v slovenskem gostinstvu in igralništvu [Challenges of tips in Slovenian hospitality and gaming industries]. *Naše gospodarstvo*. 57(1-2): 35-46.
- Raspor, Andrej. 2010. Pravno urejanje napitnin v igralništvu: primerjalna analiza [Gaming law and tips: a comparative analysis]. *Organizacija* 43(2): A78–A88.
- Raspor, Andrej. 2010. Poznavanje tehnik za dvigovanje napitnine med zaposlenimi v slovenskih igralnicah [Knowing of the techniques for increasing tips among employees in Slovenian gaming industry]. *Management, izobraževanje in turizem*. Elektronski vir. urednika Aleksandra Brezovec, Janez Mekinc. Portorož: Turistica, Fakulteta za turistične študije. 1738-1747.
- Raspor, Andrej & Petrič, Uroš. 2010. Igralniške destinacije v luči zgodovinskega razvoja [Gaming destination in case of history review]. *Raziskave in razprave*. 3(1):29-59.
- Raspor, Andrej. 2011. The use of techniques for increasing servers' tips. [Uporaba tehnik za dvigovanje napitnine] *Academica Turistica*. 2/2011
- Sikošek, Marijana, Andrej Raspor & Massimo, Manzin. 2008. Oblikovanje igralniškega proizvoda kot sestavnega dela marketinškega spleta igralnice (elektronski vir) [The forming of the gambling product as a constituent element of the marketing mix]. In Rajkovič, Vladislav ... [et al.]. 27. *Mednarodna konferenca o razvoju organizacijskih znanosti: Znanje za trajnostni razvoj*, 2444-2450. Kranj: Moderna organizacija.